

Any Questions?

BAGHDAD

September 30, 2004



DOING THE RIGHT THING

The Future of Organizational Leadership

JOINT SPECIAL OPERATIONS COMMAND

JSOC





he 21st century called for something new
... but what was it

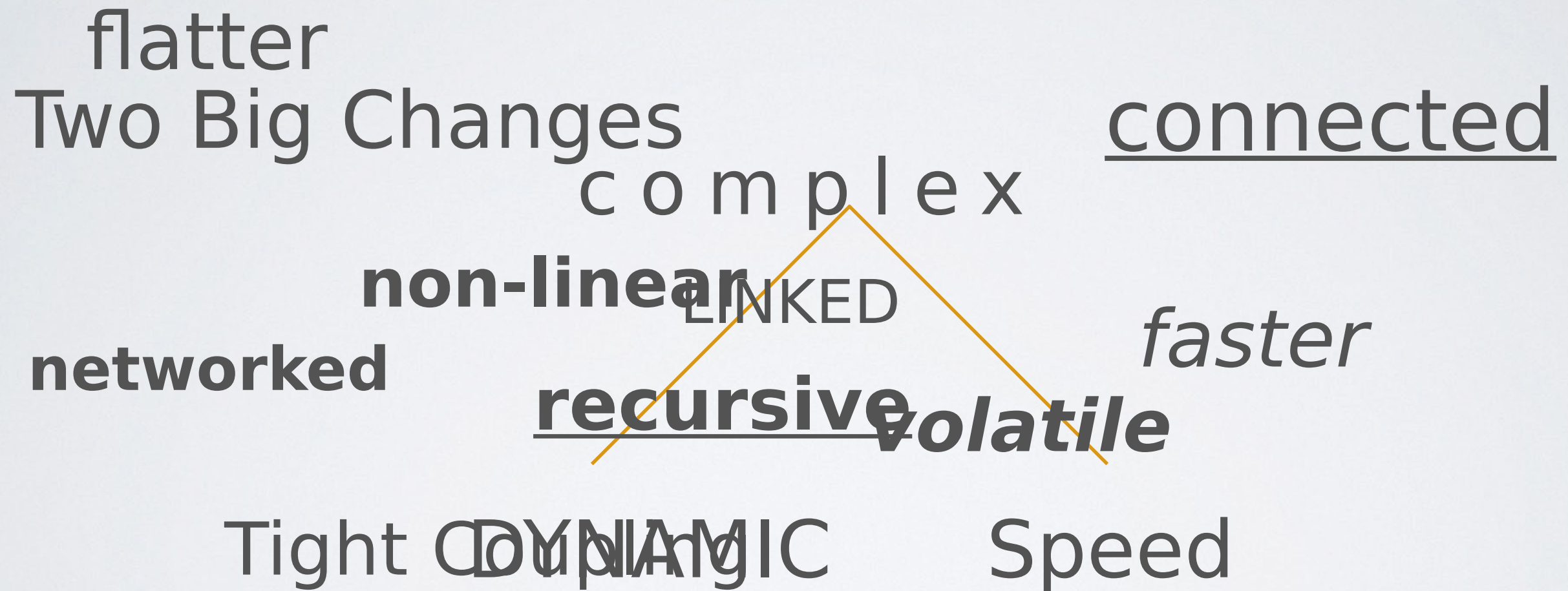
OVERVIEW

- What had changed
- What we needed
- How we did it

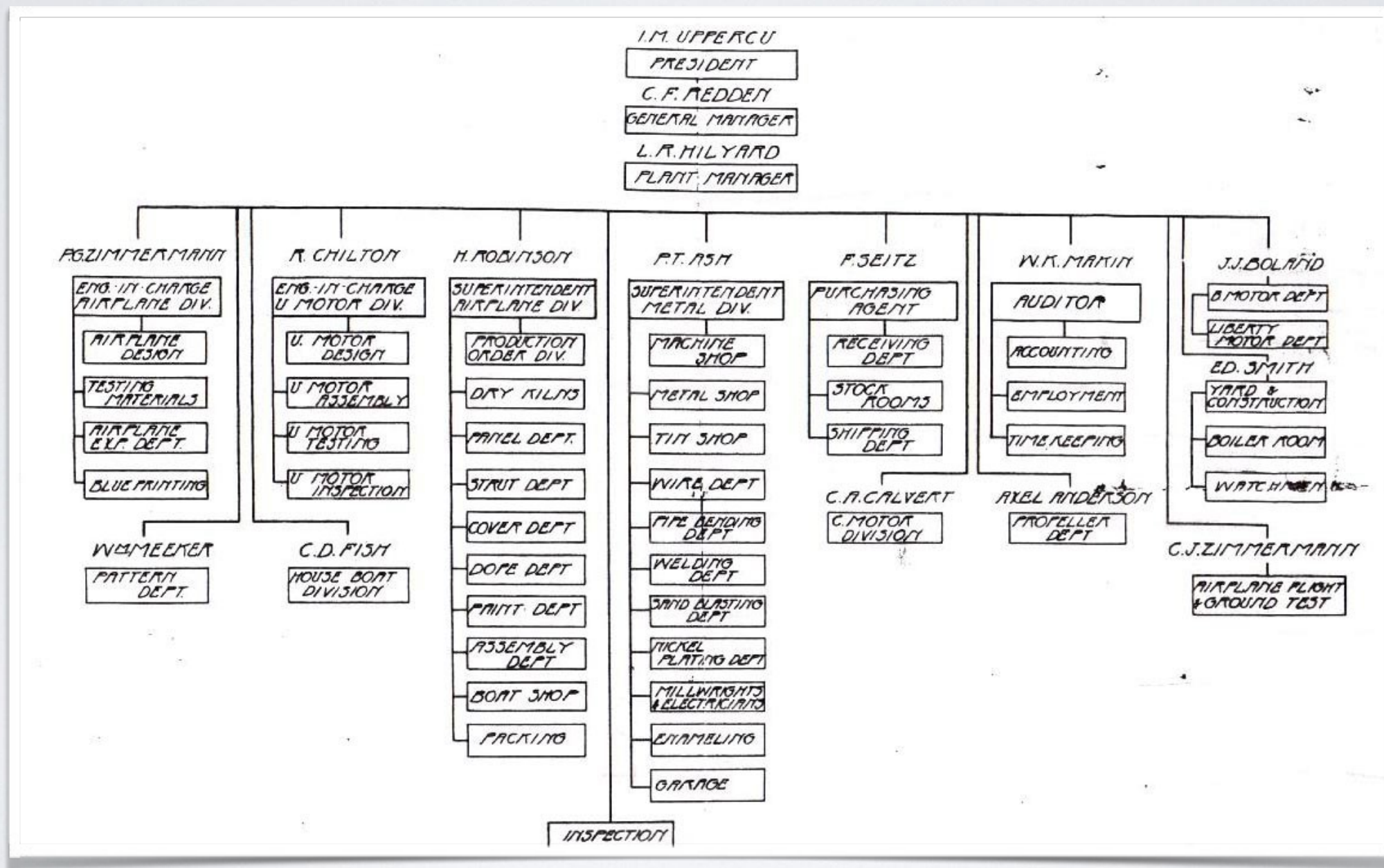


THE NEW ENVIRONMENT

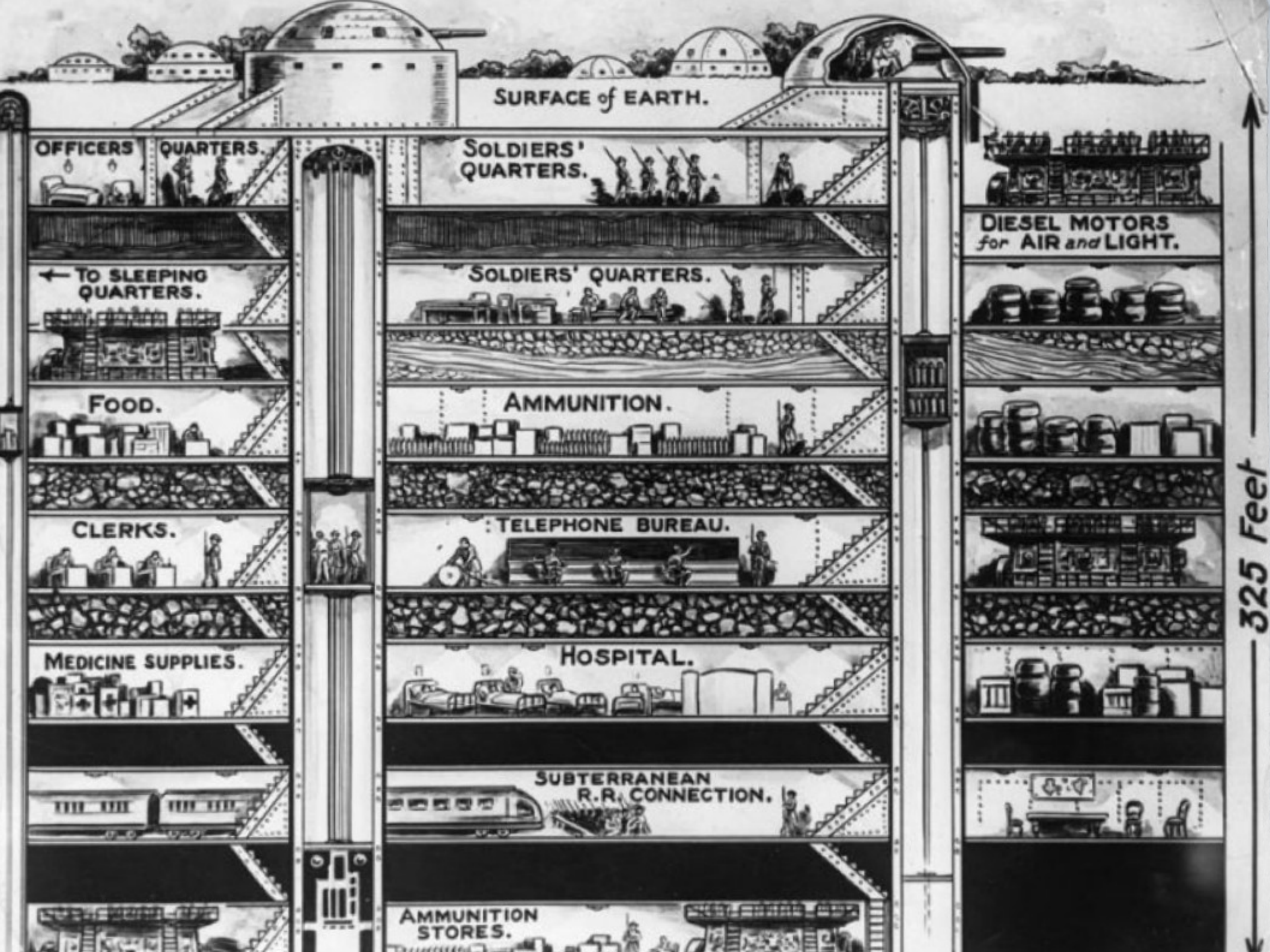
THE NEW ENVIRONMENT



THE ELEGANT SOLUTION







SURFACE of EARTH.

OFFICERS' QUARTERS.

SOLDIERS' QUARTERS.

DIESEL MOTORS
for AIR and LIGHT.

← TO SLEEPING
QUARTERS.

SOLDIERS' QUARTERS.

FOOD.

AMMUNITION.

CLERKS.

TELEPHONE BUREAU.

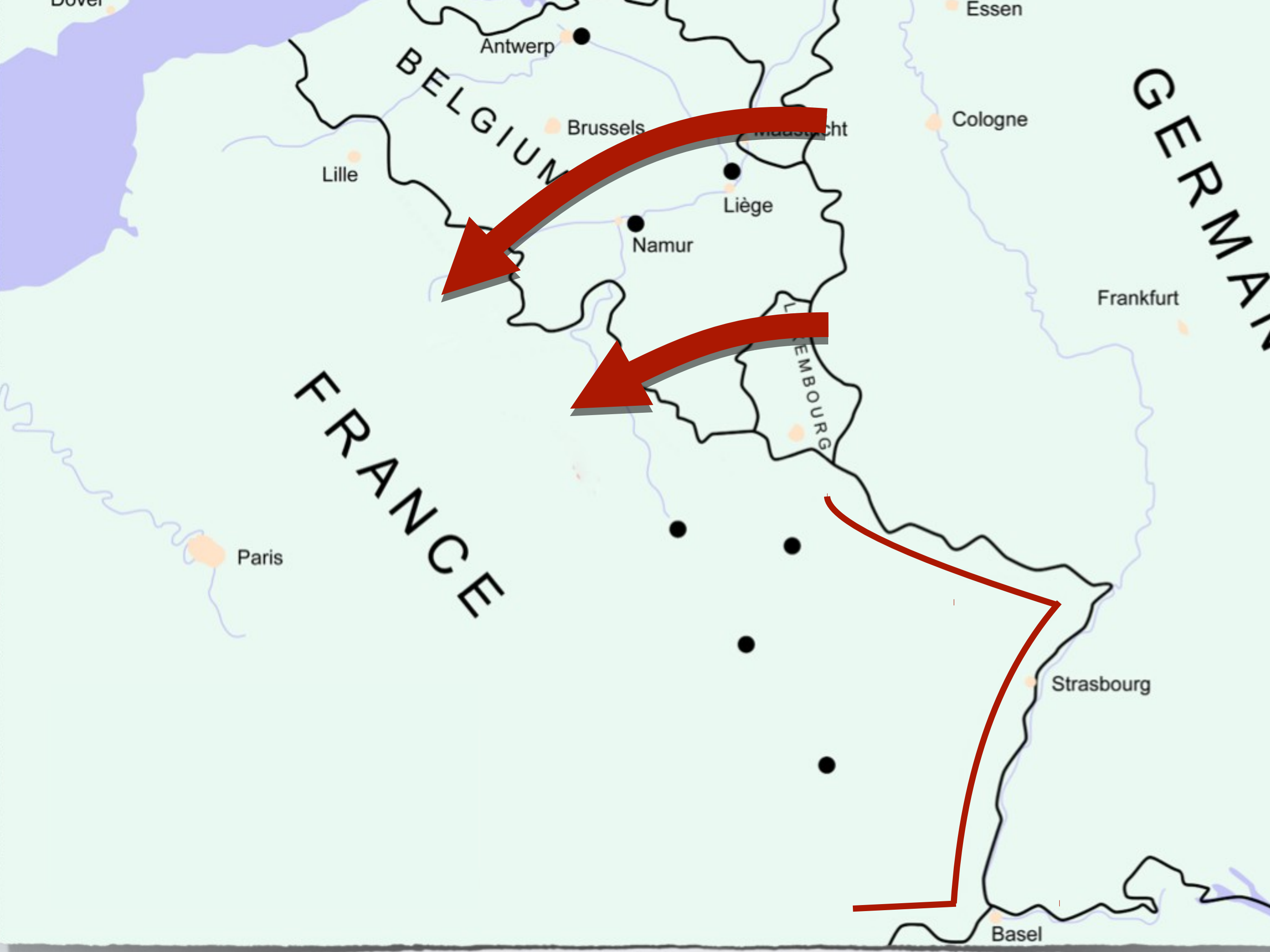
MEDICINE SUPPLIES.

HOSPITAL.

SUBTERRANEAN
R.R. CONNECTION.

AMMUNITION
STORES.

325 Feet



OVERVIEW

What had changed

What we needed

- How we did it

IRAQ

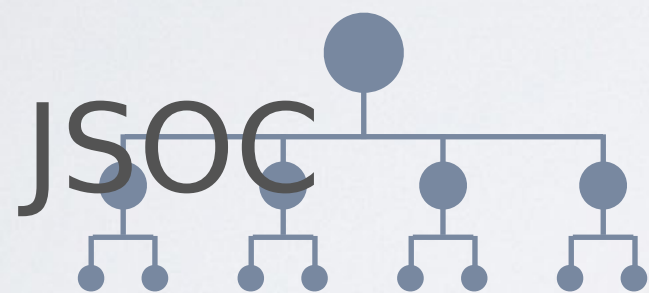
IRAQ

JSOC

vs

AQI

IRAQ

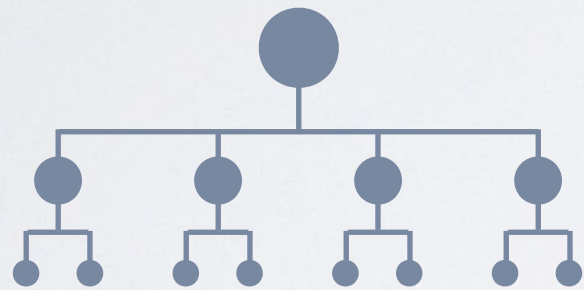


vs

AQI

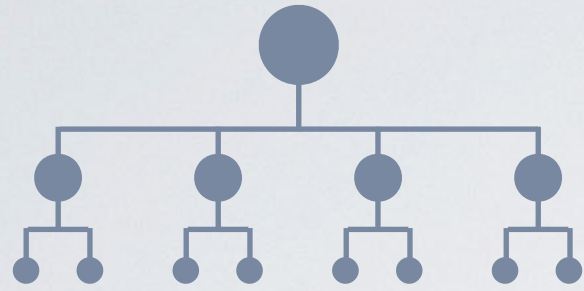
us

IRAQ



vs AQI

us

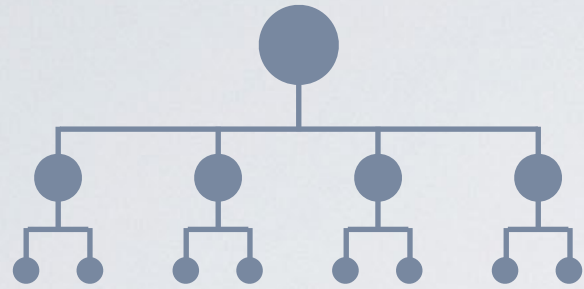


us

- Structure
- Process
- Measuring
- Optimizing

Efficiency

AQI



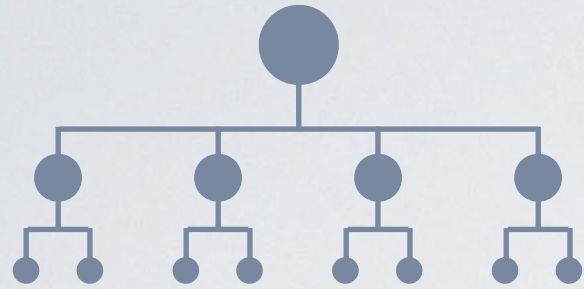
us

- Structure
- Process
- Measuring
- Optimizing

Efficiency



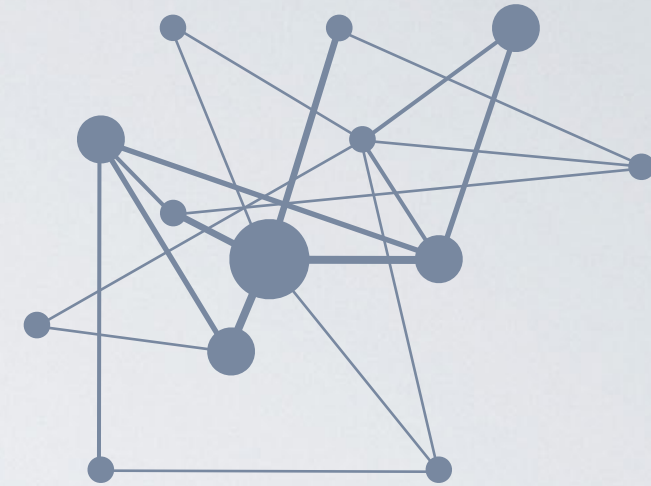
them



us

- Structure
- Process
- Measuring
- Optimizing

Efficiency



them

<

Adaptability

EFFICIENCY

Getting the most ~~y~~ with the least ~~x~~

Speed + Tight ~~Assumptions~~ ~~Emergency~~ ~~Properties~~

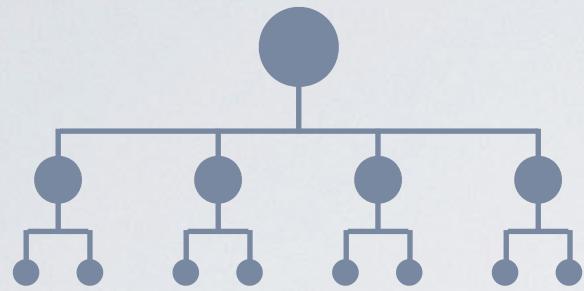
EFFICIENCY

Getting the most ¹ with the least ²

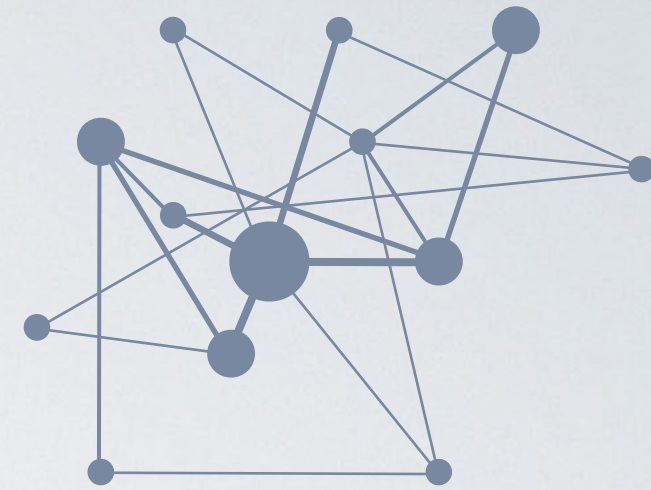
Getting  with 

ADAPTABILITY

The difference between...
doing things right and doing the right thing



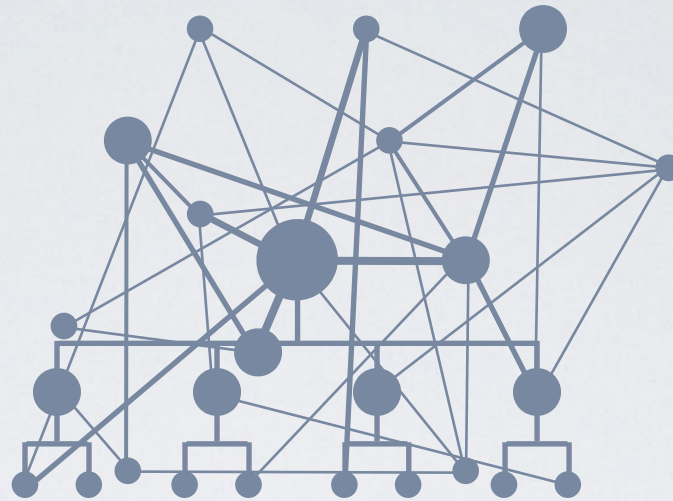
us



them

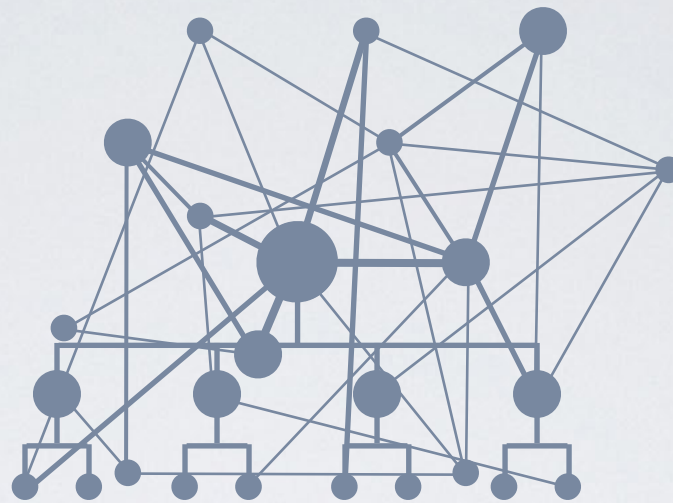
doing things right

doing the right thing



US

doing things right doing the right thing
Efficiency → **Adaptability**



US

doing things right doing the right thing
Efficiency → **Adaptability**

OVERVIEW

What had changed

- What we needed
- How we did it

SMALL TEAMS



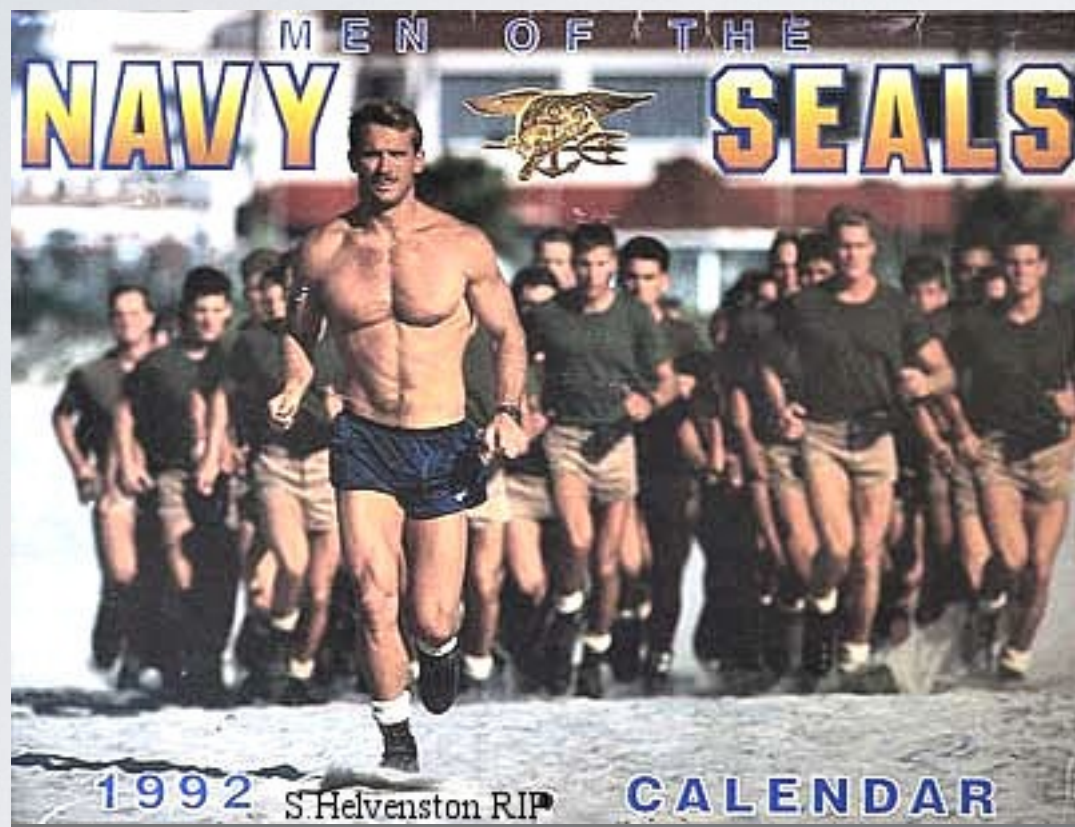
WHAT MAKES A TEAM GREAT?

the sum of its parts

WHAT MAKES A TEAM GREAT?

Dream team
fallacy:

a team is the sum of its parts



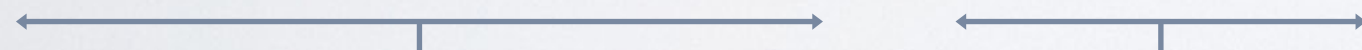
WHAT MAKES A TEAM GREAT?

Trust: faith in and familiarity with one's colleagues

Purpose: fundamental alignment with the organization

WHAT MAKES A TEAM GREAT?

Trust + Purpose Context Shared Consciousness



emotional

intellectual



WHAT MAKES A TEAM GREAT?

Shared Consciousness Between Members

$$E_t = E_i \cdot SC$$

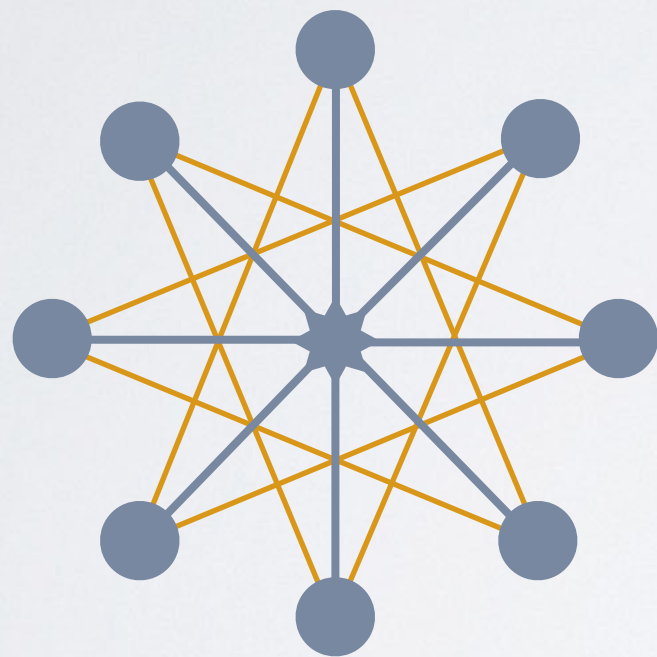
E_i SC

Individual
Excellence

Team Excellence

HOW TO SCALE

SHARED CONSCIOUSNESS



Intellectual synchronization
(context)
Atmosphere of participatory
transparency

- Robust, inclusive, centralized communication

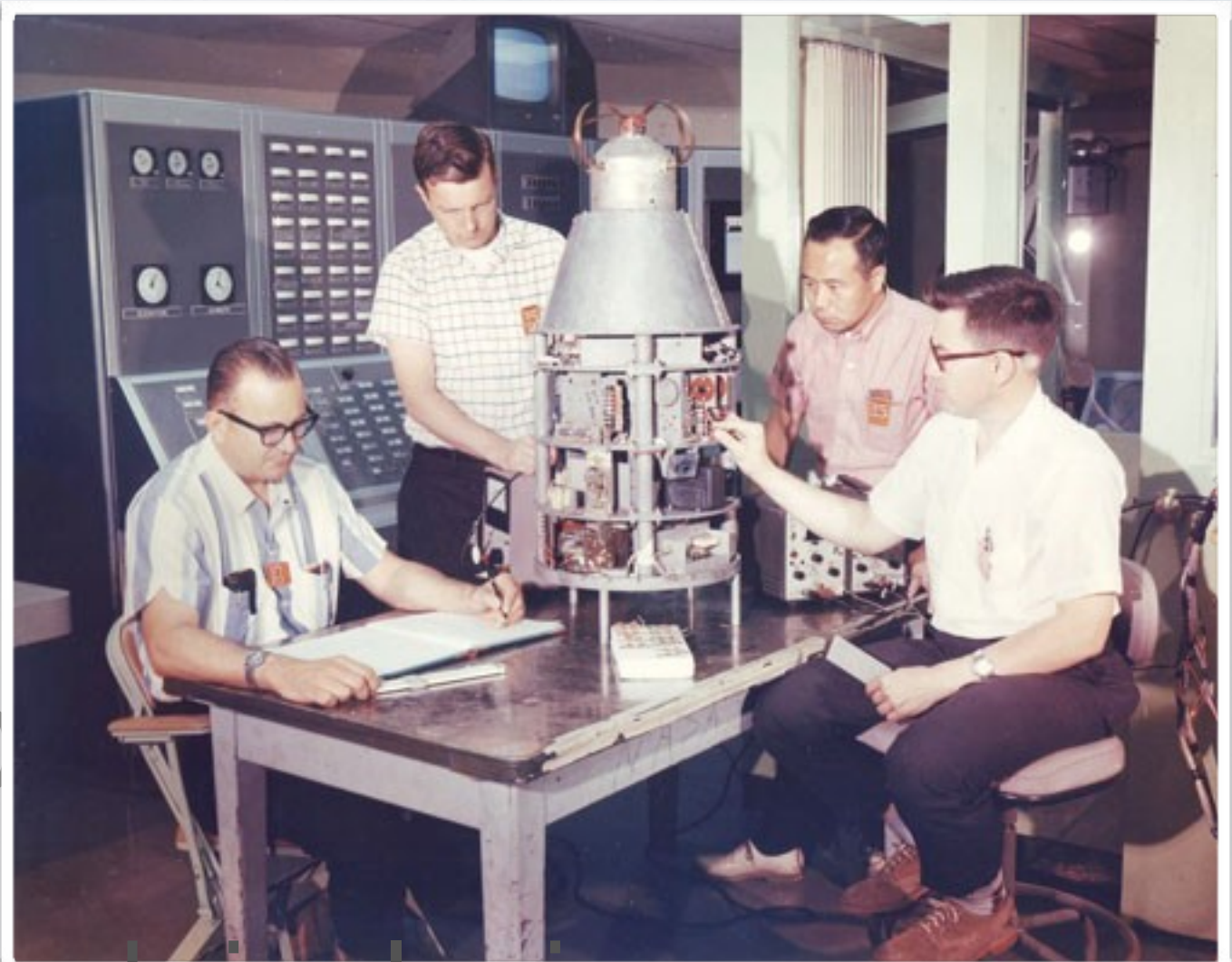
Emotional synchronization (trust and
purpose)
- Embedding

INTELLECTUAL SYNCHRONIZATION

- NASA

- JSOC

50



Robust, centralized, inclusive
communication forum

EMOTIONAL SYNCHRONIZATION

Frequent casual exposure

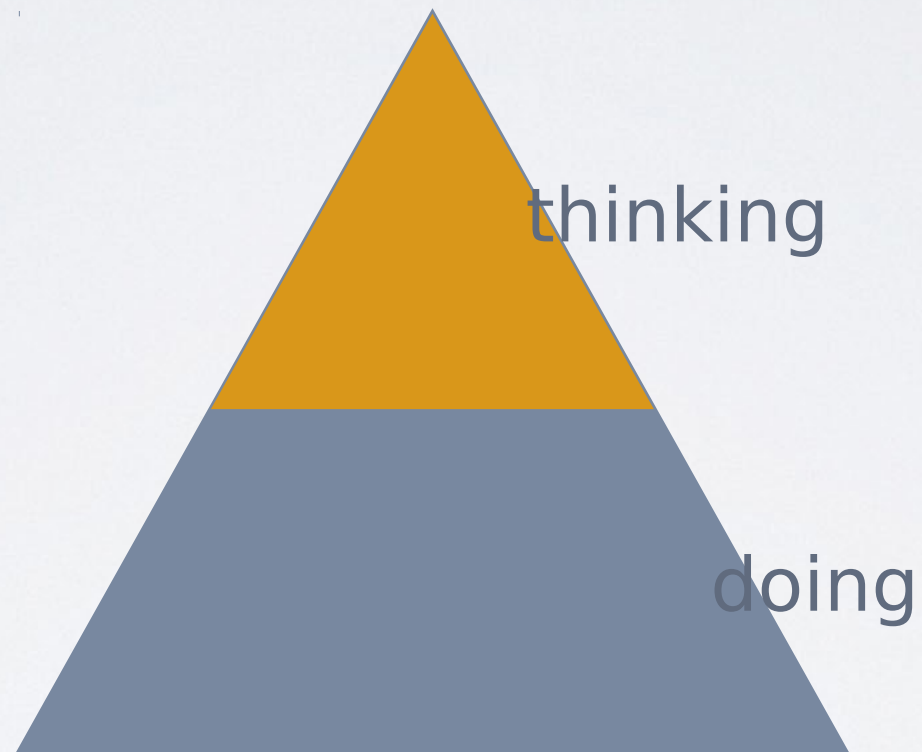
Meaningful embedded exposure

SPEED

SPEED

Doing the right thing... fast enough

TRADITIONAL MODEL



TRADITIONAL MODEL



INVERTING THE MODEL

Decoupled relationship between information and control

INVERTING THE MODEL

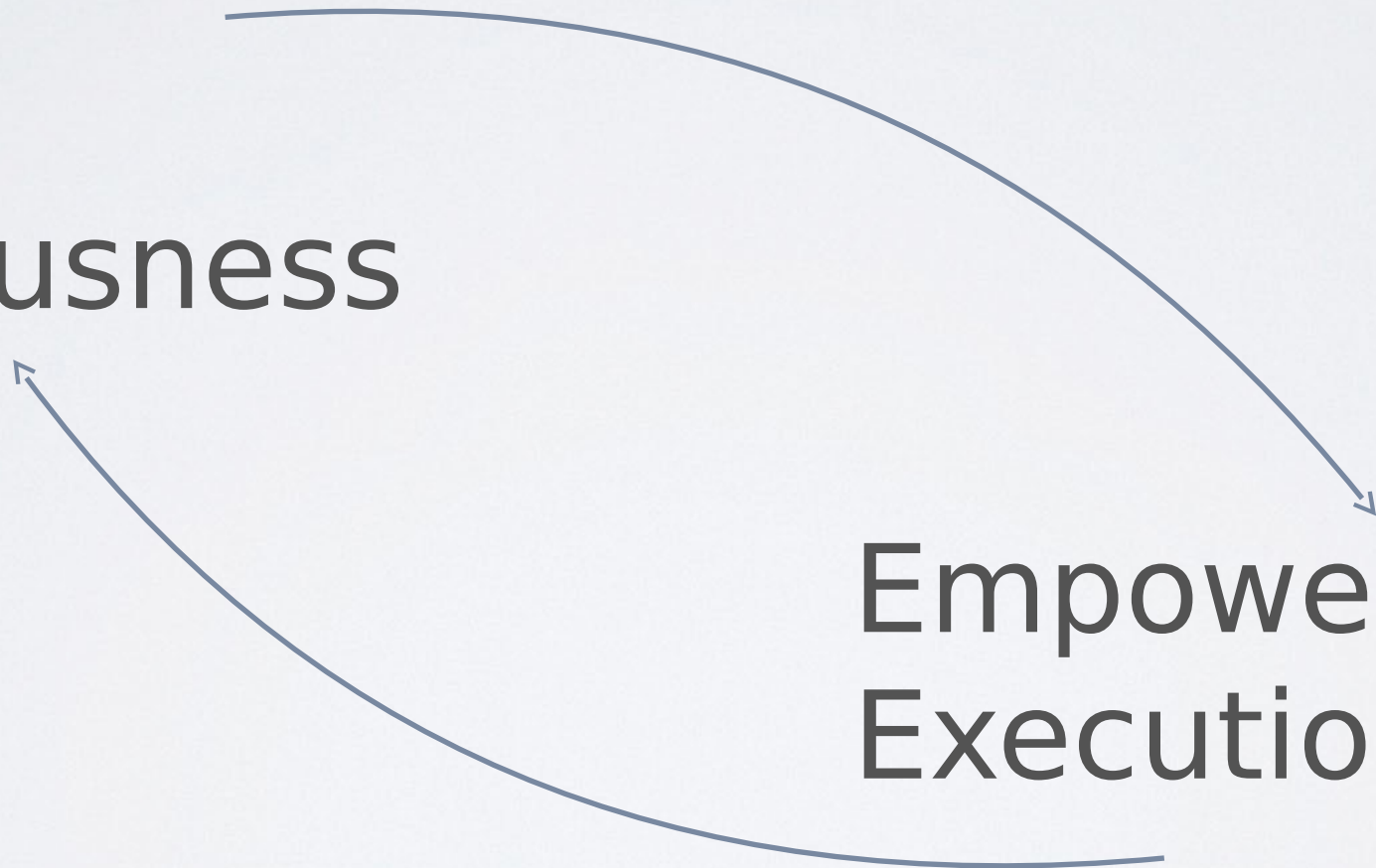
Empowered
Execution

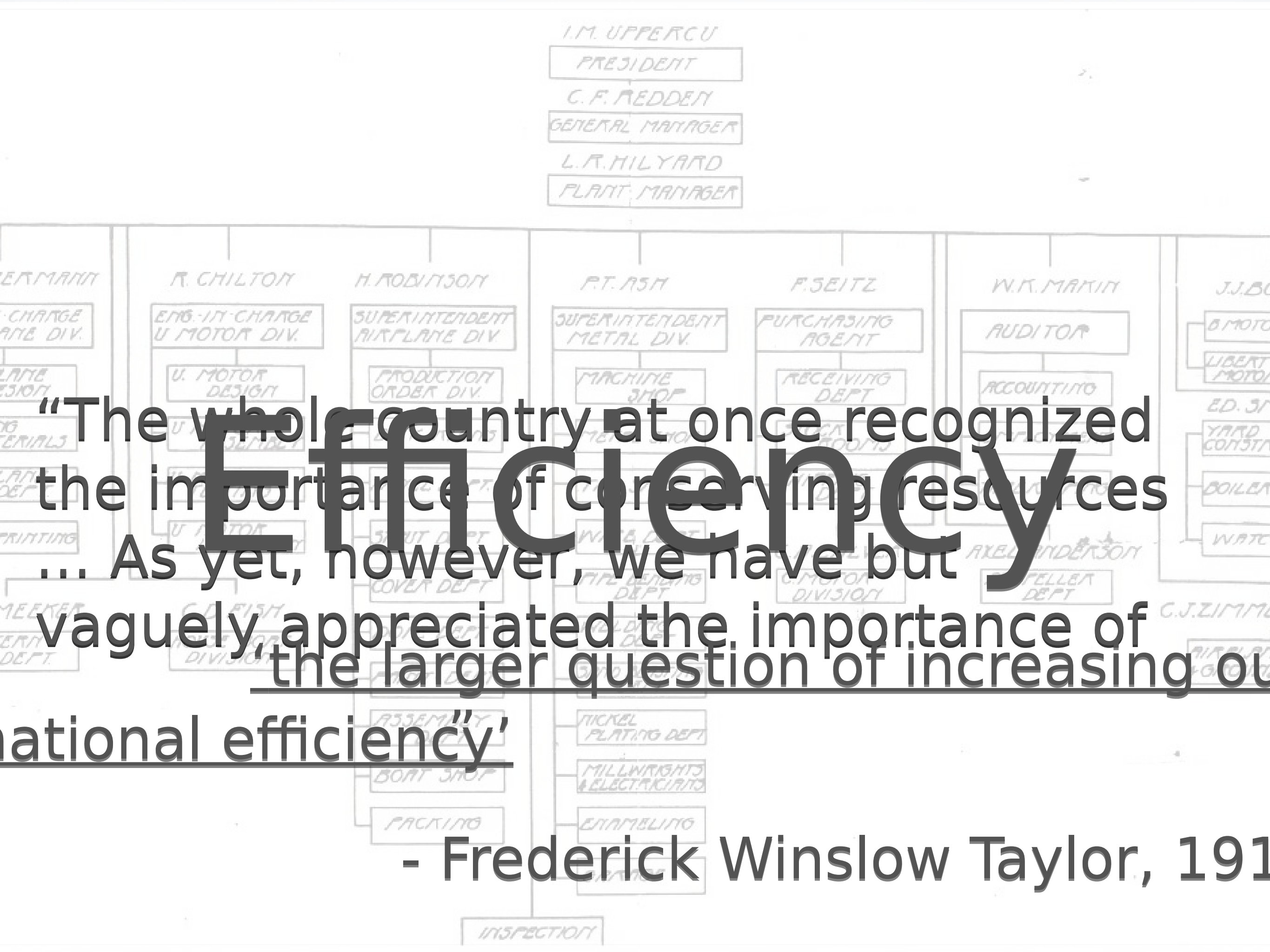
: Decentralizing authority to lowest
effective level

INVESTING IN THE MODEL

Shared
Consciousness

Empowered
Execution





“The whole country at once recognized the importance of conserving resources ... As yet, however, we have but vaguely appreciated the importance of the larger question of increasing our national efficiency’

- Frederick Winslow Taylor, 1911

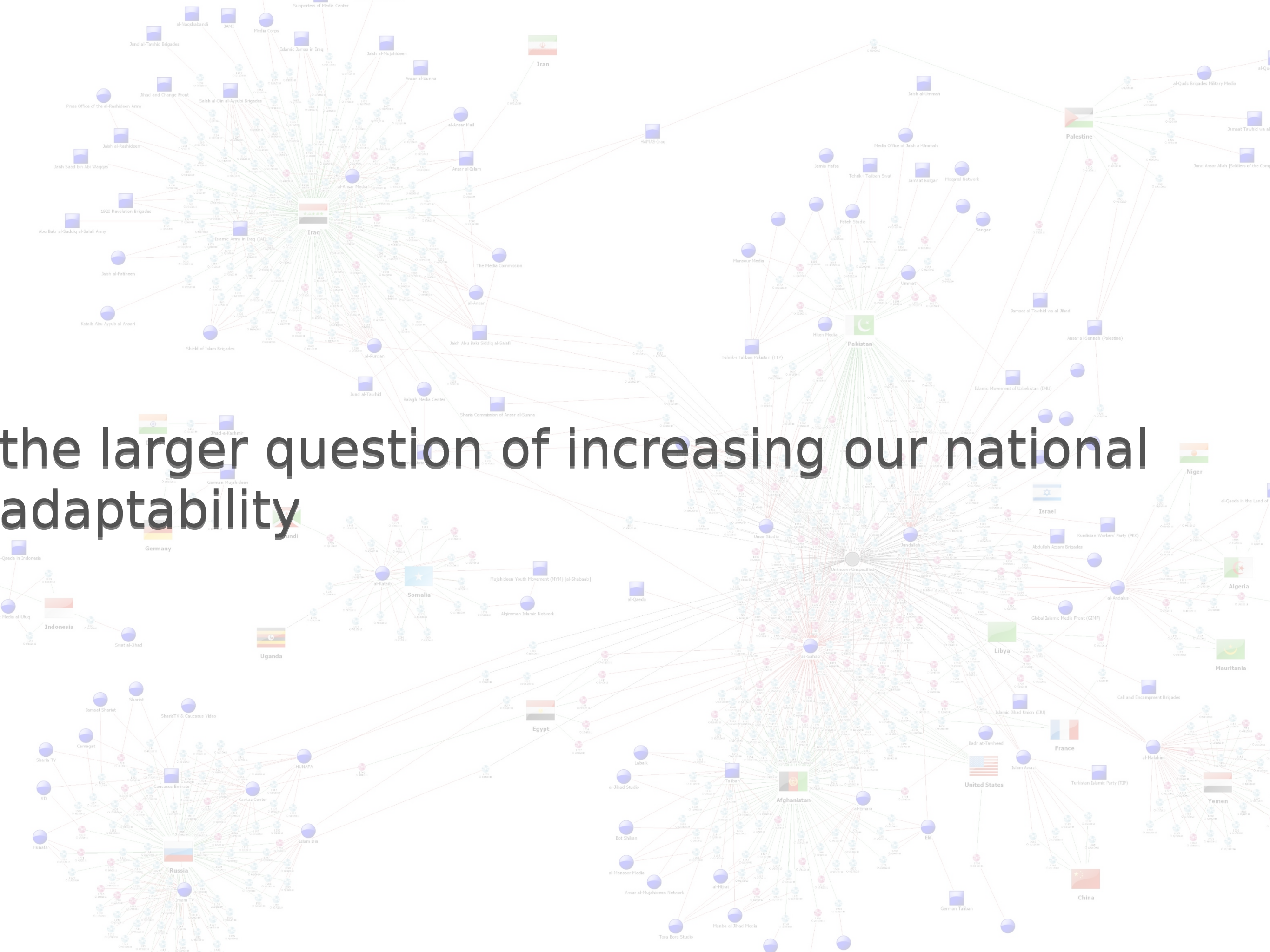


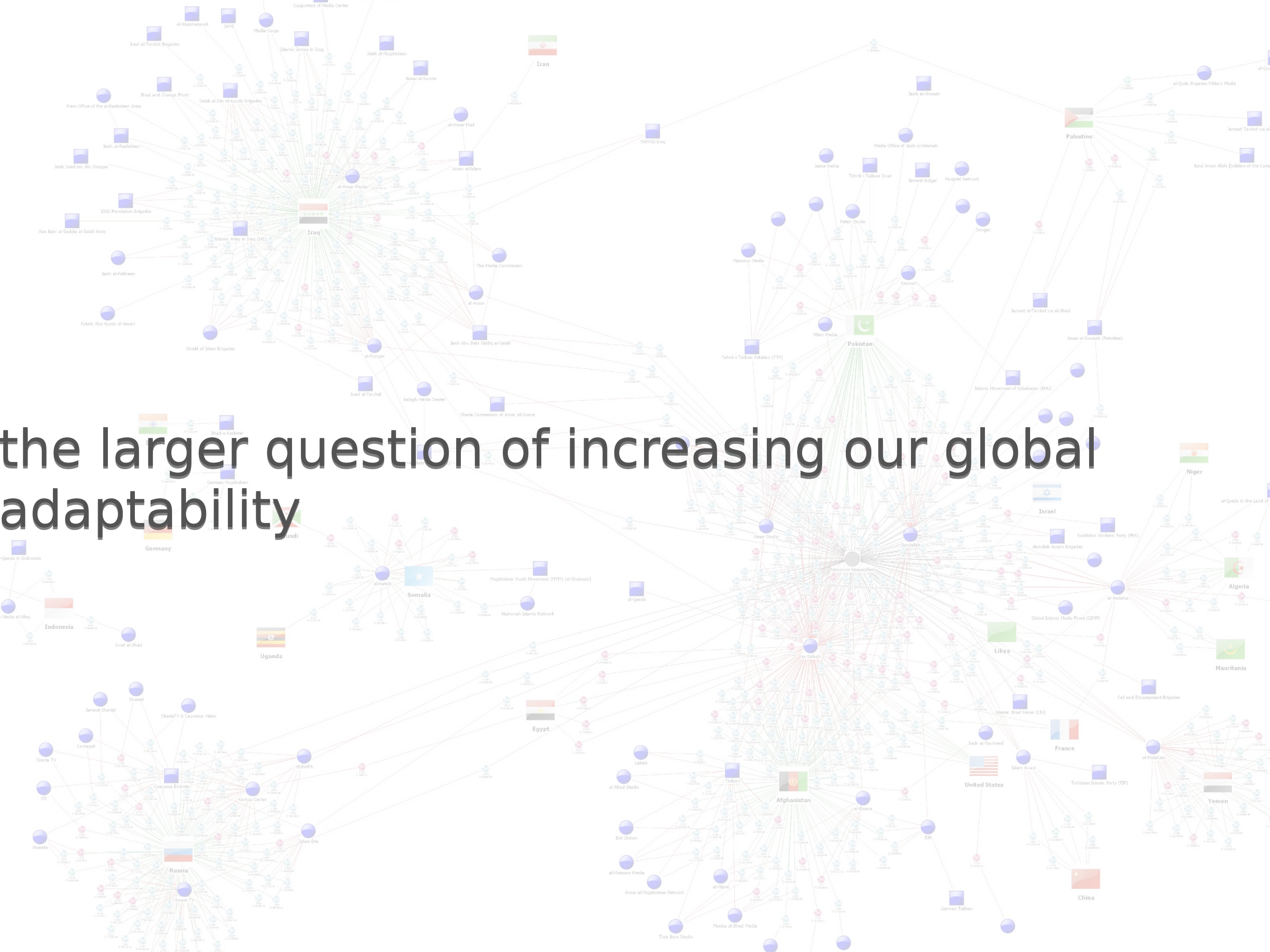
The larger question of increasing our adaptability

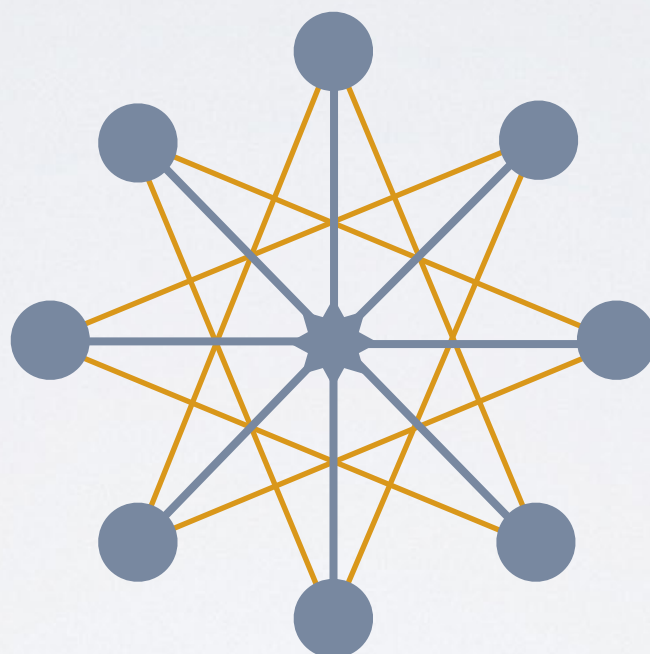




the larger question of increasing our national adaptability









ten variables—twenty variables

accuracy vs confidence



HOW TO SCALE

Emotional
Intellectual



SCALING CHALLENGES

	One Teamvs	Team of Teams
Emotional	know everyone	know someone in every branch
Intellectual	total awareness	practical contextual awareness

INTELLECTUAL SYNCHRONIZATION

Old System: Information
Silos

~~Environmental context~~

~~Organizational context~~

~~Technological constraint~~



August 2004
18

August 2006
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